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16 August 1965

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Medical Views on Planning and Human Resources

Attached is the monograph requested by the Planning Group.

SIGNED

JOHN R. TIETJEN M.D.

**JOHN R. TIETJEN, M. D.
Director of Medical Services**

**Attachment:
As stated above**

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MEDICAL VIEWS ON PLANNING AND HUMAN RESOURCES

I

As a guidepost for the future, it seems safe to assume that the biological cycle of the human organism will remain unaltered. To be sure, it is expected that medical sciences will achieve new successes. Disease processes will be better understood and managed. Medical care will become more readily available. Medical techniques will reflect the expertise of associated technologies. But all of these advances will only assist in facilitating the life cycle; not in changing its basic characteristics.

Some advancement may also be expected in the understanding of human behavior. It seems unlikely, though, that the nature of the human race will change a great deal or that there will suddenly develop an affinity in human relationships.

In short, the world of human beings as we know it is not about to change in character from our current and past experiences.

Actually, no one seriously considers that the human race will change very much in the next 15 years. In fact, the bulk of Agency planning automatically includes options for action to deal with the vagaries and invariability of the nature of mankind.

In a planning exercise, it may be helpful to identify these unvoiced and unwritten assumptions. Certainly, such assumptions may be of value when we consider our own human resources.

II

It is most natural for us, as we plan, to think in terms of what we, the people of the Agency, intend to do in the future. In a sense, we project our own personal wishes through the vehicle of an Agency abstraction. Vicariously, for a while, we live in the future.

But, as we are also a part of mankind, it gradually occurs to us that not we, but someone else, will live out future expectations.

The Agency is still in its first generation. Its founders are more than likely its planners. Twenty years have passed since the original founding. It must be conceded that the final phases of a 15-year plan will be left to others to accomplish.

While the second generation eagerly awaits its destiny, the Agency's best interests would be served if it could conserve its existing manpower.

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It is not too soon to begin such action. The early effects of aging and stress are becoming evident in our people. The private awareness of physical change is a matter of daily discussion and communication. Medical findings confirm these observations.

At the same time, the Agency is subject to new and increasing pressures. The Agency is no longer in a rapidly expanding phase. The need to do more with less involves abrasive decisions. However, the climate of intelligence activities has become even more competitive and the risk of activities more threatening.

The continuing size of the burden and the limitations of our human resources, both imposed and acquired, indicate a strong need for the conservation of manpower. While this may be accomplished in many ways, managerial recognition of the need is considered essential. The objective would be to use manpower as the Agency's most valuable commodity. While such action would not interrupt the biological cycle, it would slow and not accelerate the process.

III

The quality of performance of the Agency's first generation is fairly well known. The evidence is present in history and in the current status of the Agency and its accomplishments.

It is worthy of note that the bulk of Agency staffing has come about in response to exigencies. Original staffing stemmed from predecessor organizations born of war. The subsequent growth of the Agency for many years reflected the periodic threats and eruptions of international tensions. Even the pattern of recent growth, while technological in nature, is in response to exigencies representing threats of the greatest destruction.

The Agency was formed by people not necessarily born into the craft of intelligence or the atmosphere of clandestinity. Rather, the Agency obtained people from many walks of life and from many services. Their common attribute seemed to be the motivation to accomplish the Agency's mission.

The second generation has been acquired in different fashion. The Agency has gone about seeking deliberately for the young candidates of future leadership. Such individuals have been selected after the most careful screening and evaluation. They experience prolonged periods of training and apprenticeship. It is only after extensive indoctrination that responsibilities for service are required.

How effective these methods are remains to be seen. The history of the second generation is yet to be written. In the ordinary course of

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events, the evidence will only become available after the heritage of responsibility has passed from present hands.

While it seems that the Agency is on the right track in its restaffing methods, the contrast between early and recent patterns of staffing remains evident. Perhaps the difference makes no difference; perhaps it is an advantage. We would be more comfortable if we actually knew.

It would be helpful if an on-duty counterpart to our detailed selection system existed. To be sure, the quality of on-duty performance is recorded periodically and evaluations are obtained in relationship to personnel actions. However, there is a need to link performance with selection and to employ new measurements that recognize and apply to the continuum of people and individuals. The goal would be to build a system of personnel management that equals and relates to the system of personnel selection.

IV

For a host of reasons, most of them imperative, human ingenuity is focused on the external environment. The focus has resulted in technological developments that multiply energy and the capacity to do work.

The harnessing of nature's forces has had multiple effects. For the human race, there would appear to be a partial promise of a better way of life. There are other implications, however.

Some of the new developments threaten life processes in new and different ways. The result has been a renewed interest in such fundamentals as the composition of the atmosphere, the availability of water, the increase in populations. The idea is beginning to emerge that environmental mastery is not enough; the effects on the biological cycle must also be considered.

It is becoming apparent that the human capacity for adaptation has limitations. This feature has not been too apparent in the past when technological capabilities did not exceed the seemingly endless capacity of the human organism to adapt. However, new technologies provide more visual stimuli than the eye can see, more sound than the ear can hear, more information than the mind can comprehend, and even more food than can be comfortably eaten.

While preoccupation with external environment must necessarily continue, the human factor will have to be better weighed, better measured, and better understood.

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The human factor promises to be a subject of increasing interest in the business of intelligence. In a sense, it has always been a subject of interest, especially in clandestine foreign intelligence collection. However, in terms of its own human resources, the Agency can be given more requirements than it can fill, receive more information than it can use, and distribute more reports than can be effectively read. The Agency will need to strike a measured balance between its technological capabilities and human capacity. Such balance implies a closer welding of human resources to methods of production.

While it is not anticipated, as previously stated, that human nature will change in the foreseeable future, insights into behavior are due to increase. As they become available, it would be helpful if the Agency applied such knowledge to its human relationships.

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Finally, planning for the future enhances the quality of our existing resources.

More than a few people of the Agency can recall the early tenuous days when the future of the Agency was less certain. Today, we are engaged in considering what pathways an established organization should follow. The sense of perspective that accompanies the planning exercise unlocks energies for further development.

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The Office of Medical Services in its planning activities directs Agency attention to the increasing incidence of medical problems in Agency personnel and the corresponding need to conserve manpower. Medical Office action contemplates a broader application of increased diagnostic facilities and an educational program to insure managerial awareness.

In addition, the Office of Medical Services suggests that selection procedures and performance evaluations may be joined together in a system that contributes to better personnel management. The Medical Office is studying the subject and will be making representations to the Deputy Director for Support. In regard personnel management, the Office of Medical Services also intends to provide educational opportunities for management to gain increased understanding of human behavior.

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